

CALIFORNIA STATE BOARD OF EQUALIZATION



EXECUTIVE DIRECTOR

The mission of the State Board of Equalization (BOE) is to serve the public through fair, effective, and efficient tax administration.

– BOE's Mission Statement

UNIQUE OPPORTUNITY

The California State Board of Equalization (BOE) is seeking an experienced, established leader with a breadth of administrative and organizational management expertise and tax policy experience to become the Executive Director (ED). The Executive Director serves as the primary liaison to the five-member Board, representing the Board on statewide, national, and international tax issues, and is accountable for the success of the BOE in fulfilling its mission.

THE SACRAMENTO AREA

The Executive Director will be located in Sacramento, California.

Sacramento is conveniently located halfway between the Pacific Ocean (San Francisco) to the west, and the Sierra Nevada Mountains (Lake Tahoe) to the east. With a population of approximately 470,000, Sacramento is the 7th largest city in California.

Sacramento offers some of the lowest housing prices of major cities in the state. Many new residents have relocated from the San Francisco Bay Area and Southern California to take advantage of Sacramento's employment opportunities, moderate housing prices, reasonable cost of living, and competitive salaries.

The Sacramento region offers amenities that are attractive to those with an active lifestyle. Hiking, biking, golfing, snow-skiing, water-skiing, house-boating, wine-tasting, and other sports and recreational opportunities abound. Educational opportunities are plentiful, with the Sacramento region being home to California State University - Sacramento; University of California at Davis; Sacramento City College; McGeorge School of Law and other community and four-year college programs.

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Created in 1879 by a constitutional amendment, the BOE was initially charged with responsibility for ensuring that county property tax assessment practices were equal and uniform throughout the state. In 2009-10, BOE-administered taxes and fees produced \$50.7 billion to provide essential services for the people of California. BOE administered programs provided approximately 35.6 percent of the annual revenue for state government and \$8.6 billion in essential funding for counties, cities, and special districts.

Currently, the tax programs administered by the BOE are concentrated in three general areas:

Sales and Use Tax - The Sales and Use Tax Department is responsible for administering California's state, local, and district sales and use tax programs, which provide more than 80 percent of Board-collected revenues.

Property Taxes - The Property and Special Taxes Department administers three major property tax programs: the State-Assessed Property program; the Private Railroad Car Tax program; and the Timber Yield Tax program.

Special Taxes - The Property and Special Taxes Department is also responsible for administering Environmental Fees, Excise Taxes and Fuel Taxes

The Board's five members serve concurrent four-year terms as the nation's only elected tax commission. Their popular election ensures that the Board's tax program administration remains directly accountable to the people. Four members are elected by district. The fifth member, the State Controller, is elected at-large and serves in an ex-officio capacity. All terms expire in January 2015.

BOE-administered revenues support hundreds of state and local government programs and services, including schools and colleges, hospitals and health care services, criminal justice, correctional, and social welfare programs, law enforcement, consumer services, natural resource management, and transportation and housing programs.

In addition to administering key state revenue programs, the BOE plays a critical role with regard to California property taxes. Further, it acts as the appellate body for franchise and income tax appeals.

**For further information
about the State Board of Equalization,
visit our website: www.boe.ca.gov**

THE POSITION

As a key representative for California's Board of Equalization, the Executive Director serves as the leader in developing and implementing tax policies for the State of California, which is the 8th largest economy in the world. The Executive Director plays a critical role influencing national and international tax policy.

Under direction of the Board, the Executive Director will have a wide variety of roles and responsibilities, including (but not limited to) the following:

- Oversees the tax program that generates revenues upwards of \$50 billion annually
- Leads and provides strategic direction to over 4,000 BOE employees located in California, New York, Chicago, and Houston
- Recommends for Board approval, policies for carrying out the Board's functions as defined by the State Constitution, statutes, judicial decisions, legal opinions, and rules of regulatory or quasi-judicial bodies
- Leads the execution of the agency's initiatives, and develops and administers BOE programs, policies, and procedures with respect to the administration of tax programs under the jurisdiction of the BOE
- Develops the Board's annual budget for presentation to the Department of Finance for inclusion in the Governor's Budget
- Represents the Board before the Legislature, its committees, the Administration, federal, state, and local governmental entities, and professional, industry, or technical associations
- Manages an operating budget of approximately \$490 million

THE IDEAL CANDIDATE

The Executive Director must be a highly competent and experienced professional with a demonstrated track record of successful managerial accomplishments. Qualified candidates will be expected to understand national and international trends in taxation and their impacts on California and work well within the political environment. Candidates should have a high level of integrity and be inclusive, transparent, and engaging with constituent groups while providing credibility within the tax community.

Qualified candidates for this position are expected to bring broad administrative or organizational management experience with oversight of the formulation, operation, and/or evaluation of program policies. This experience will have been gained serving as a key manager in a position at a second or third organizational level in a governmental entity. In private industry, experience will have been as the CEO or executive leader overseeing a multitude of functions.

In addition to the previously stated requirements, the BOE is looking to attract individuals who also possess the following knowledge, characteristics, and competencies:

- Working knowledge of large organizations and the interplay between state government branches and their agencies and between federal, state and local governments
- Strong understanding of taxation, taxpayer rights advocacy, tax policy, and tax administration
- Ability to manage the work of the Board's professional and administrative staff
- Diverse and varied expertise, disciplines and skill sets
- Strong negotiating skills
- Ability to analyze organizational structure, systems, and procedures and to identify opportunities to improve and implement changes
- Familiarity with automation technology, including the ability to manage the implementation and administration of state-of-the-art technology projects
- Experienced in preparing short- and long-term program plans, including related implementation reporting programs
- Possesses a high level of initiative, dependability, tact, sound judgment, and adaptability
- Maintains very high ethical standards and is a person of exceptional character who naturally earns the confidence and trust of others
- Is outgoing, has excellent communication skills, and is able to work effectively with diverse groups of people

COMPENSATION AND BENEFITS

Compensation for the Executive Director is negotiable. As an employee of the State Board of Equalization, the Executive Director also receives a comprehensive benefit plan including, but not limited to:

- Health
- Vision
- Dental
- Basic Group Life Insurance
- Long Term Disability Insurance
- Group Legal Services
- Defined Benefit Retirement Plan
- 401 (k) Plan and 457 Deferred Compensation Plan
- Leave Benefit Program
- State or Non-industrial Disability Insurance
- Relocation reimbursement allowance and transit and ride share reimbursement programs

APPLICATION PROCESS AND RECRUITMENT SCHEDULE

To be considered for this position, please submit a resume and cover letter, including indication of current salary and the names of six work-related references, directly to:



Pam Derby
CPS EXECUTIVE SEARCH
241 Lathrop Way
Sacramento, CA 95815
Tel: 916 / 263-1401
Fax: 916 / 561-7205
Email: resumes@cps.ca.gov
CPS Web site: www.cps.ca.gov/search
BOE: www.boe.ca.gov

This position is open until filled. First review of resumes will occur on **Tuesday, January 31, 2012.**

Resumes will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultant. Candidates deemed most qualified will be referred to the Board Members. Selected candidates may be invited to participate in interview and selection activities with the Board members. A thorough background investigation and reference check process will take place simultaneously. Following these initial selection activities, the Board members will conduct a closed session meeting to confer and decide on the top candidate. Immediately following the closed session, the top candidate will be offered the position by the Board in open session.



BETTY T. YEE
First District



SEN. GEORGE RUNNER (Ret.)
Second District



MICHELLE STEEL
Third District



JEROME E. HORTON
Fourth District



JOHN CHIANG
State Controller